

YARD & Company

2018

20% visioning 80% doing

The hardest part of regenerating places is not dreaming big about the end, it is thinking pragmatically about where and how to begin. As we enter an era of increasing demand for urban places and thinner subsidy at all levels of government, it is critical that we spend more time thinking about starting small and providing practical steps for where and how to start. In other words, instead of spending 80 percent of our time on visioning about the distant future and 20 percent on what happens day one we should flip it. We call it the new 80/20 rule. Our best chance of realizing big visions and dreams for many of the places we work is to provide real, tangible solutions for where to start.

Three ways we think differently about the master planning process:

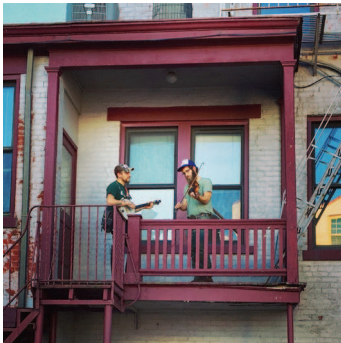
1. Embrace the 36-month time line
2. Small is your friend
3. Solve the right problem

Supply takes time. Demand can start today.

We believe that everyone from residents to the largest institutional developers can and should approach growth and problem solving through the lens of *Demand Discovery*, a process through which the low-risk testing of ideas can lead to smart, small wins that add lasting value for places. It proves that uncovering demand (people's wants, needs, spending power, etc) is just as important as developing supply (buildings, parks, infrastructure, etc.) to drive extraordinary development.

In our work, we have seen that Demand Discovery both attracts and shapes supply, leading to a much more powerful and lasting future. We use it to engage stakeholders, inform our designs and development strategies and curate memorable experiences for end-users. It also just happens to make projects less risky in its incredible ability to positively change a negative perception or nagging worry about a place. Our field guide to Demand Discovery is the *Neighborhood Playbook*.






Old Kentucky Makers Market
[Bellevue, KY]

Phase 0

Planners and designers tend to work hard in the pre-development phase (architecture, engineering, zoning, entitlements, etc.) and then stop when the planning ends or the construction begins. The assumption is that, at this point, the construction team is in charge and the building is set to make real that beautiful rendering we drew. But what if all this time we have been ignoring an important part of a project's phaseology? What if the most active, fun and smartest phase actually begins and coincides with the construction time line? We call this 'Phase Zero.'



An aerial perspective illustration of a park development. In the upper left, there is a large, mature tree canopy. Below it, a building with a grey roof and blue siding is partially visible. The main building is a long, single-story structure with a grey roof and blue siding, featuring a large sign that reads "FOREST PARK". To the left of this building is an outdoor seating area with several yellow umbrellas and tables. A paved path runs along the front of the building, with a crosswalk and a green-painted bike lane. A road with double yellow lines runs parallel to the path, with several cars parked or driving. A person is walking on the path, and a person is riding a bicycle in the bike lane. The background is a large, green, grassy area.

Phase Zero is where we use the site and surrounding area to test assumptions and continue actively engaging the public all while de-risking the project and ensuring a smarter outcome once it goes live. Four values of a Phase Zero:

1. Prototype while you build
2. Test new concepts
3. Create demand, lower risk
4. Define brand and story

Forest Park
[Dayton, OH]

Grandview + Ward
[Bellevue, KY]

Neighborhood residents, school administrators, and parents were concerned about the speeding and stop sign rolling at an intersection near a neighborhood school.

Working with a few neighbors, we designed and installed a new intersection design that slowed traffic and made crossing the street safer.





Make Your Mark
[Cincinnati, OH]

YARD & Company

No Time. No Budget. No Problem.

YARD & Company's Neighborhood Playbook and Demand Discovery process was used in a seven-week intensive planning studio with the University of Cincinnati's School of Design, Art, Architecture & Planning (DAAP). YARD provided advisory capacity with planning studio students to help people rethink what investment might look like in an overlooked space in Cincinnati's Camp Washington neighborhood.



Project Name

Through this process the students were given a unique opportunity to work outside of the classroom while re-creating a space in real-time with virtually no budget. The project calmed traffic with a parklet and crosswalks, brought people to an unused place, and created leave behinds such as a wall mural and the beginnings of an outdoor movie series.



Make Your Mark
[Cincinnati, OH]

Problem Solving

Cities across the country are figuring out dockless mobility services such as eScooters and bikes as they pop up overnight with seemingly little-to-no notice. The reaction from policy makers has been varied from quick and overly burdensome regulations and/or impact assessments to outright banning this new form of transit.

We take a different approach. Why not embrace, observe, and quickly test solutions as problems emerge related to innovative transportation interventions like Bird Scooters? From this thinking and over beers with friends, the idea of the 'Bird Cage' emerged. We installed Bird Cages in public spaces around downtown Cincinnati in a matter of hours. The goal was to spur creative thinking around how cities can smartly adapt and grow with new technology like Bird Scooters.



“YARD’s philosophy is to embrace new options, rapidly prototype solutions, and leverage resulting data to build better infrastructure.”

› 99% Invisible Podcast



Bird Cage
[Cincinnati, OH]



One-Week Coworking
[Cincinnati, OH]

Widespread change is afoot that is giving underperforming neighborhoods back their own GDP. The YARD Demand Discovery process was used to test the viability of a coworking space during the planning, instead of on paper in a final report. 20 to 50 people came in each day. At the end of the week-long pilot, the building tenant had seen enough activity to keep the coworking concept going into subsequent months, each week continuing to tinker with the model to find what suits the demand best.



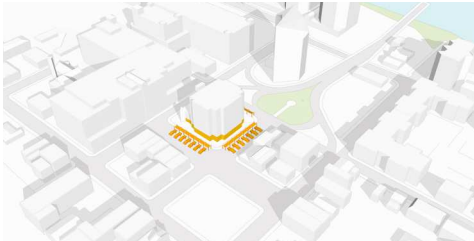
A riverfront urban core has long been strangled by high-speed State-ran arterials. During a three-day festival, event planners realized that few would be actually able to get to the event by foot, bike, or even from the parking garages and lots. We developed a comprehensive access, wayfinding, and district identity strategy that included wayfinding signage, district identification signage, bike racks, upgraded crosswalks, designated ride-share stands, and benches. The effort served as the starting point to a new conversation around growth and change in the district, leveraging the crowds to get feedback about their experience in the district all while solving their most immediate access problems.

The Overnight Place
[Covington, KY]

Farmers Market
[Covington, KY]

One of the region's most successful farmers markets is feeling development pressures surrounding it while trying to figure out its own growth.

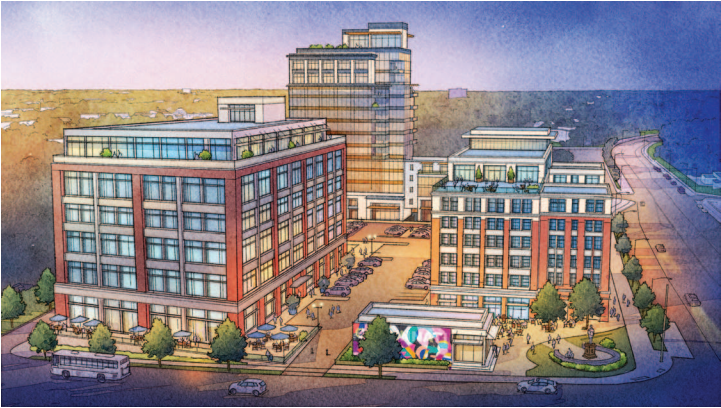
A 24-month strategy was generated to find them a new home, properly leverage the market for future development, and enhance the market experience through place-making and expanded amenities.



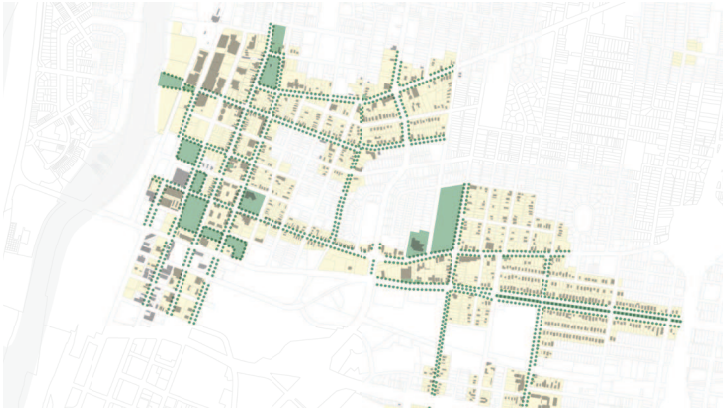


A former amusement park and shopping plaza in Dayton, Ohio's northend has gone dark and has not seen investment for generations. We engaged hundreds of stakeholders to craft a strategy anchored by the relocating of the Township administration to a new Town Hall on the threshold of an expanded Five Rivers MetroParks system that will get expanded into the site. The project includes road diets to prioritize pedestrians and bikes; a new community center; and a mixed-use village with four hundred units of housing and retail.

Forest Park
[Dayton,OH]



MLK-i District
[Cincinnati, OH]



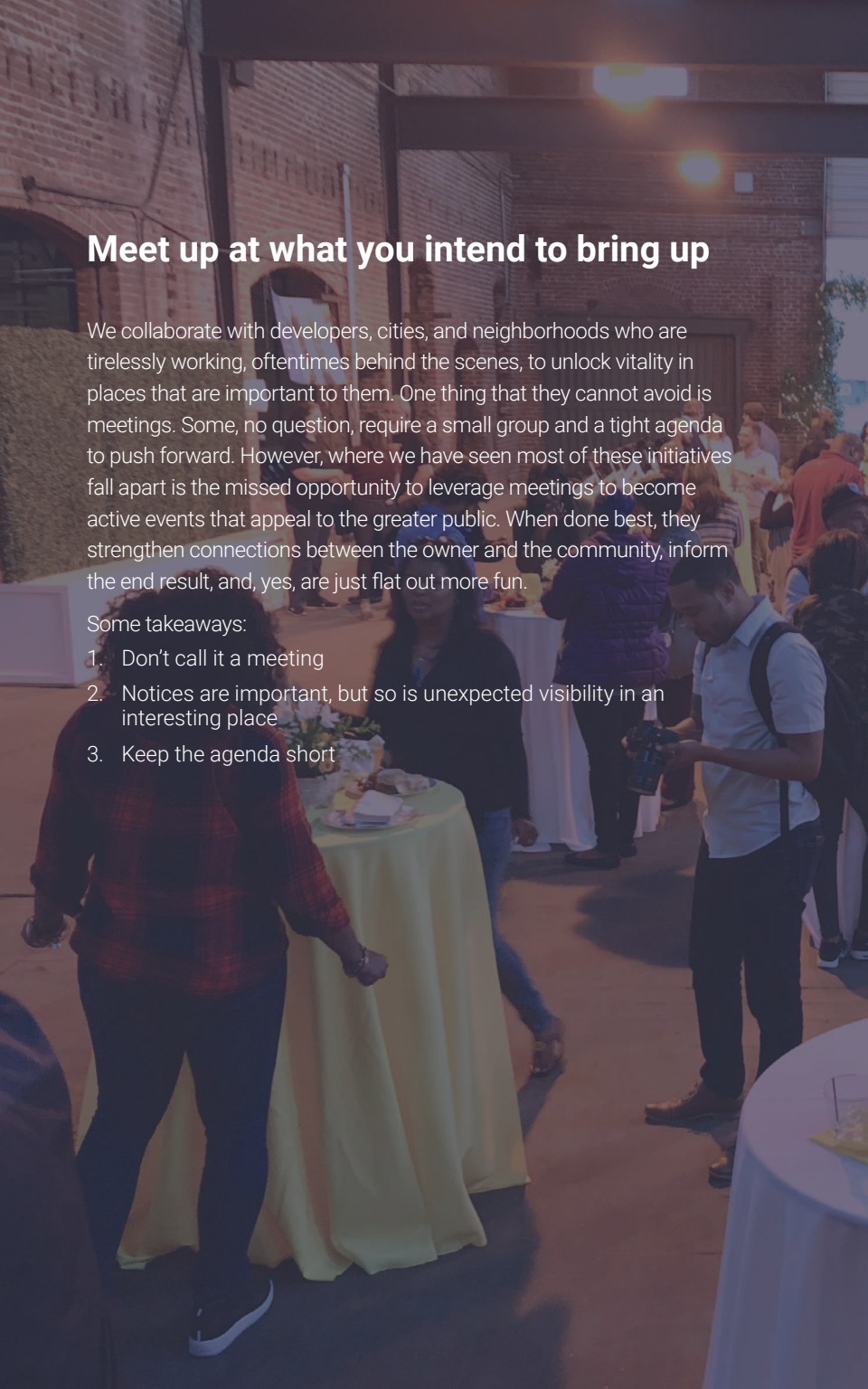
Memphis Uptown
[Memphis, TN]

Meet up at what you intend to bring up

We collaborate with developers, cities, and neighborhoods who are tirelessly working, oftentimes behind the scenes, to unlock vitality in places that are important to them. One thing that they cannot avoid is meetings. Some, no question, require a small group and a tight agenda to push forward. However, where we have seen most of these initiatives fall apart is the missed opportunity to leverage meetings to become active events that appeal to the greater public. When done best, they strengthen connections between the owner and the community, inform the end result, and, yes, are just flat out more fun.

Some takeaways:

1. Don't call it a meeting
2. Notices are important, but so is unexpected visibility in an interesting place
3. Keep the agenda short





Memphis Uptown
[Memphis, TN]

Crawl.

Walk.

Run.

'Focus, focus, focus.' This is the advice we often give or hear when trying to redevelop a place. This phrase comes from a world of limited resources where you must focus to form some kind of ripple effect block to block. It can be good advice but assumes more top-down, omnipresent control than usually exists. Without contiguous site control the private market (if you are attracting it) inevitably jumps not in a straight line but a block or two away to where property is cheaper or more accessible. This creates the appearance of disjointed places. But this awkward adolescence phase of a place's growth provides both a problem and opportunity. The goal is still to create a coherent, connected, and walkable place without any gaps. But to get there we cannot sit still waiting for everyone to get in line.

Here are three ways to celebrate this phase and break through to the next:

1. Embrace the islands
2. Know the difference between market support and market creation tools
3. Find connection workarounds



Mayfield + Green
[South Euclid, OH]

In 2018, our work reached

**64 cities, 24 states
and 8 countries**

Alton, IL
Ann Arbor, MI
Atlanta, GA
Baltimore, MD
Baton Rouge, LA
Bellevue, KY
Berkeley, CA
Bismarck, ND
Calgary, AB
Chattanooga, TN
Cincinnati, OH

Cleveland, OH
Collierville, TN
Columbus, OH
Coreno Ausonio, IT
Corry, PA
Covington, KY
Dayton, OH
Erie, PA
Fort Mitchell, KY
Fort Thomas, KY
Fort Wayne, IN

Frankfort, KY
Fredericksburg, MD
Garrett Park, MD
Girard, PA
Greenville, SC
Greer, SC
Houston, TX
Indianapolis, IN
Ingleburn, AU
Lakewood, OH
Lexington, KY

London, EN	New York, NY	Seattle, WA
Longueuil, QC	Norfolk, VA	Shaker Heights, OH
Louisville, KY	Normal, IL	Southgate, KY
Loveland, OH	North Kingstown, RI	South Euclid, OH
Mantua, OH	Orlando, FL	Troy, OH
Memphis, TN	Philadelphia, PA	Waco, TX
Millington, TN	Pittsburgh, PA	Warrenton, VA
Milwaukee, WI	Powell, OH	Warwick, RI
Montgomery, OH	Praha, CZ	Washington, DC
Nesbit, MS	Prairieville, LA	Zollikerberg, SZ
New Albany, IN	Richmond, IN	Moscow, RU

